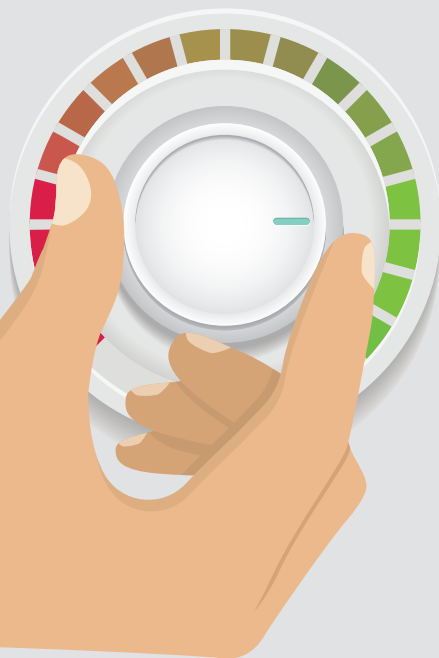
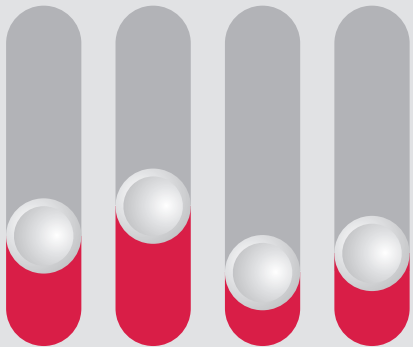
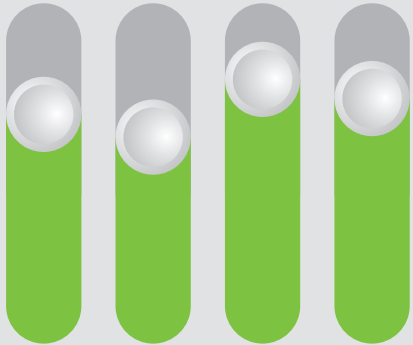


What Is Our Situation?

Leaders need to be attuned to what is happening within their organization. We call this “situation awareness.”¹



What is happening?

Take inventory of what people are doing and what effect they are having. Are things going well? If so why? If not, why not?

What is NOT happening?

What is missing. What is the general mood and level of commitment. Are people engaged in what they do? If so, why? If not, why not?

What can I do to influence the outcome?

Knowing what is happening prompts the leader to take action. It will be the leader's decision to act individually or preferably with the collaboration of others.

¹ Three questions adapted from *Hope Is Not a Method* by Gordon Sullivan and Michael Harper New York: Times Books, 1996